

Offers for Police to occupy third-party premises

Table of Contents

Table of Contents	2
Policy statement and principles	3
What	3
Why	3
How	3
Overview	4
Developing and gaining approval for a proposal	4
Monitoring and review	8
Related information	9

Policy statement and principles

What

Police should apply this chapter when considering proposals from third parties to occupy spaces within their premises. Examples of privately-owned premises include sports stadia and retail or business precincts.

This policy enables Police decision-makers to follow a structured framework when assessing such proposals. It supports decisions aligned with Our Business and ensures that risks and benefits are thoroughly considered.

Why

The primary reason why Police would occupy a third-party premise is to enhance Police presence in the community and Police's ability to deliver Our Business. Other benefits may include enhancing or maintaining public trust and confidence, and public safety, as well as financial advantages such as nominal or discounted rent, and improved operational response in high-demand areas.

Third-party proposals must be carefully evaluated to ensure organisational risks are identified throughout the decision-making process and addressed before a proposal is considered appropriate to progress. Organisational risks may include maintaining the security of Police information, the expectations of the third party, conflicts of interest such as Police's obligation to remain politically neutral, creation of unrealistic community expectations, and diverting resources from core policing functions.

How

The overarching principle when considering third-party proposals is that Police should only enter such arrangements where the benefits for Police outweigh the identified risks and implications. To assess the viability of each proposal, Police will follow a structured framework. This includes an initial assessment, a comprehensive benefit-risk analysis, and a strategic alignment review. Where appropriate, community consultation may also be required.

Where a proposal is considered appropriate to progress, clear contractual agreements must be negotiated to safeguard Police's interests, and regular review is required to ensure the arrangement remains beneficial for Police over time.

Overview

From time to time, Police will field proposals from third parties to occupy spaces in their sites. This includes environments that are typically crowded spaces and readily accessible to the public, such as shopping malls, business precincts or stadiums. These opportunities can enhance Police’s visibility and improve our ability to prevent crime and harm. Such proposals may also come with financial benefits, such as discounted or nominal rent.

Any decision to enter an arrangement must be thoroughly evaluated to ensure it is aligned with Our Business, and that, on balance, the benefits for Police outweigh the identified risks and implications. This policy provides a framework for evaluating third-party proposals.

Developing and gaining approval for a proposal

Police must follow the process steps in the table below when considering a proposal from a third party for Police to occupy spaces within their premises.

Stage	Description
Alert Property Group to an offer having been made	As a first step, advise PNHQ’s Property Group of the fact that an offerhas been received for Police to occupy space in third-party premises, as it may be that similar proposals have been received in the past and/or in other parts of the country. The Property Group can offer early guidance and may refer the proposal to Protective Security at the outset to consider any practical implications.

Shape up proposal for formal consideration	<p>Prepare and submit a paper to the relevant District Commander or Director (or above) outlining Police's initial assessment of alignment of the proposal with strategic objectives and operational needs.</p> <p>The paper should include an assessment of the proposal's potential benefits and challenges, aligned with the strategic priorities of Police. At a minimum, it should address the following considerations:</p> <ul style="list-style-type: none"> - Potential impact on public trust and confidence: Dedicated Police presence in third-party premises should enhance public trust and strengthen relationships with communities. - Potential impact on public safety: Situating Police in high-demand and high-density areas can boost public safety, improve response times, and provide community reassurance. However, care must be taken to ensure it does not dilute or otherwise distract focus on core policing functions. - Community engagement: Depending on the nature of the proposal, it may be appropriate or necessary to engage with communities. The paper should address the extent to which any community engagement has occurred, or communities' views and requirements known. - Optimising resources: Locating officers within a privately-owned space requires Police to carefully consider how the arrangement will impact our ability to deploy our resources. Alternative strategies, such as mobile units and integrated CCTV access, may offer greater flexibility and efficiency for Police. - Health and safety: Police has obligations under the Health and Safety at Work Act 2015, which include taking reasonable steps to ensure the health and safety of our staff and other persons influenced by our work. Policing centres or hubs within spaces that are readily accessible to the public may present an increased risk to workplace health and safety. - Financial implications: Financial savings from subsidised or nominal rental is a key advantage, but this must be thoroughly assessed alongside any initial setup costs and future 'make good' expenses Police is expected to incur. - Maintaining Police neutrality and operational independence: Decisions to enter a third-party arrangement must be focused on Police's operational requirements. Police must remain neutral in considering such arrangements. - Potential impact on staff and information safety: Care must be taken to ensure that the premises is appropriately secure for the policing use that it is intended for. For example, access arrangements, presence of the public, use of Police computers and printers.
Initial assessment	<p>The paper should be considered by the District Commander or Director to ensure it contains all necessary information and is aligned with Police's strategic objectives, and operational policies. The District Commander or Director may request additional information.</p>

Initial endorsement	If the District Commander or Director considers the third-party proposal is appropriate to progress, a brief paper should be prepared for initial sense-checking with the Executive Leadership Team member in the relevant reporting line (for example, DC Frontline Operations where a District Commander is promoting forward such a proposal).
Preliminary Executive review and endorsement	The ELT member will consider the proposal and information provided and may seek additional information if necessary. Once considered, the ELT member will determine whether the proposal should be endorsed for further development by the agreed business owner. If endorsed, the ELT member should consult with other relevant ELT colleagues (for instance, the DC Operational Services and Road Policing and/or the DCE Strategy and Performance) to agree on a single Executive sponsor for the proposal to maintain oversight throughout its further development.
Planning and development	<p>If endorsed in principle, the business owner should inform the third party that Police wishes to further explore the proposal and work through more detailed arrangements. The business owner must make clear to the third party that no final decision has been reached, and Police must be satisfied the benefits of the arrangement outweigh the risks and implications for Police before it is formally approved.</p> <p>The business owner, liaising with the third party and internal subject matter experts as required, must develop a detailed proposal, which must include:</p> <ul style="list-style-type: none"> - the proposed terms of an agreement or contract, including Police's ability to withdraw resources from the premises - the community groups (if any) that should be consulted - thorough financial analysis over the proposed term - an assessment of the risks/implications and mitigations - an assessment of the benefits to Police and the community - a thorough health and safety impact assessment - an assessment of the suitability of the location for handling emergency situations - a thorough risk assessment with proposed mitigations - an assessment of the third party's capacity and capability to manage premises security requirements - an implementation/go-live plan.

Internal consultation on detailed proposal	<p>The business owner will circulate the draft detailed proposal with the following groups/units for consultation and endorsement:</p> <ul style="list-style-type: none"> - Iwi and Communities Group - Procurement Group - Finance Group - Property Group - Information and Communications Technology - Assurance Group (Protective Security and Police Instructions) - Media and Communications - National Integrity Unit - Legal Services <p>Feedback should be included in the detailed proposal, including how it has been addressed (if appropriate).</p>
Governance review of detailed proposal	<p>The detailed proposal should be presented to an assurance-focussed ELT meeting for decision.</p> <p>ELT will either:</p> <ul style="list-style-type: none"> - approve the proposal - request revisions, if the proposal needs further information, consultation, or adjustments to align with strategic priorities, or - decline the proposal. <p>The third party must be involved with and approve any changes to proposed contractual terms.</p>
External consultation	<p>If directed by ELT, external consultation may be undertaken with community groups, with feedback from that process to be incorporated prior to final decision-making.</p>
Decision	<p>Final approval must be obtained from ELT to ensure the proposal is in Police's best interests and appropriate safeguards are in place to mitigate any risks.</p> <p>A member of the ELT, or their delegate, should execute the contract.</p>

Monitoring and review

Once a proposal is approved by ELT, the relevant District or business owner will have day-to-day operational responsibility for the arrangement, which will include regular monitoring and reporting on the performance of the arrangement.

The District or business owner will need to establish controls to support regular monitoring of how the arrangement is operating and assess its continued alignment with Police's operational objectives and community needs. As part of this, operational and health and safety conditions must be regularly monitored and reviewed. Any changes in the use of the premises, or emerging risks, must be promptly addressed.

The Contract Manager should also review the performance of the contract at a six-monthly cadence or as otherwise agreed.

ELT may also outline any reporting requirements to enable it to maintain oversight.

Related information

- [Departmental security: Physical security](#)
 - [National Property Office](#)
 - [Police property management](#)
 - [Health and Safety at Work Act 2015](#)
 - [Security Design Standards for Police Sites and Stations](#)
 - [Police procurement](#)
 - [Procurement Support](#)
 - [Government Procurement Rules](#)
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